MEMORANDUM

To: List 14 May 1969

From: C. R. Culp M-3148

Subject: DIA PLANNING STUDY

Copies To: D. Ellsberg, L. J. Henderson, Jr./C. P. Bahrman, H. Heymann, S. T. Hosmer, S. Koslov, M. M. Lavin

As most of you know our meeting with Colonel Opper, Lloyd Belt and Bob Curts of DIA resulted in DIA recognition of the fact that their attempt at modeling the international environment and the political-military-intelligence interactions in government hierarchy for future real-world crises is overly ambitious. At least at the end of the meeting this was accepted and the question seemed to be how to restructure an approach to developing better understanding of the problem area--making intelligence more useful and responsive to possible future requirements that may be laid on it. DIA and ARPA (Dave Bobrow, Head of Behavioral Sciences Office) still wish to have a conference of knowledgeable people to explore methodological approaches and the structuring of the problem. However, as a result of the discussions at Rand, they agreed that the general nature of such a conference is quite different from that originally proposed.

Rand agreed to help prepare a conference agenda--its purpose and objectives--in the spirit of our discussions with them. Namely, that we do not know how to develop a meaningful, all-encompassing model but do envision lesser approaches which should illuminate the problem and point towards other approaches. Harry advanced a thumbnail sketch of a possible conference agenda--the needs, shortcomings, and possible approaches.

During the meeting, Hans Heymann suggested a concern with the psychology of the decision-making process, communications, isolation of agencies from the policy planners, and incorporation of uncertainty and alternatives into intelligence reporting in order for policy planners to measure intelligence against alternatives. Bruno suggested a test case approach of looking at representative cases--U-2 flights or Cuban crisis--and trying to slice through all the decision processes to discover communication paths, applicability of intelligence to alternatives, handling of uncertainty in estimates, isolation of community from decision-making, etc.

Norm Dalkey suggested it may be possible to employ a limited Delphi exercise with true feedback which might possibly derive requirements, numbers or priorities. Or it might provide an insight or viewpoint for better understanding of the decision process and the manner in which intelligence might impact with policy decisions. Charlie Wolf pointed out the time orientation of intelligence reporting and policy making. Intelligence production generally being geared to an early time period whereas policy planning generally long range. DIA recognizes this and is concerned with both State and CIA involvement in this planning exercise.

Sam Koslov, Hans Heymann, Steve Hosmer and I are meeting with Lloyd Belt and Dave Bobrow on Friday, 16 May, in the Washington office. I would like to meet with you next week to report on this meeting and possible Rand responses to DIA.

C. R. Culp

CRC:gs

Distribution List:

B . W. Augenstein
N. C . Dalkey
F . P . Hoeber
F . C . Ikle
R . E . Levien
A. W. Marshall
H. S . Rowen
P . Tamarkin
C. Wolf, Jr.